



Case Study:
Peterborough & Stamford
Hospitals NHS Foundation Trust
**ILM Level 3 Award in First Line
Management**

The challenge

The NHS system is in a state of flux: Medical Secretaries (band 4) now have to provide delegation and leadership to staff in bands 2 and 3, so they have become 'managers of others'.

Secretaries are now looking after more consultants than before, the infrastructure of working practices has changed and they have some concerns over their own resources – such as how to prioritise consultant waiting lists in a busy and demanding environment.

The solution

When looking at the areas requiring development, the People Development Team made David Young, Assistant Director of Learning & Development, aware of the ILM Award in First Line Management which would align with the Trust's development needs. Alison Dickinson, Edith Cavell's In-patient co-ordinator worked with the People Development Team to build the right development programme, with Edith Cavell hospital as the pilot site.

She felt that the ILM programme would be invaluable to her team, not only in giving them leadership skills but with the added benefit of an internationally recognised qualification that has transferable skills.

Topics included: Building the team, managing performance and problem solving and decision making. Given the needs identified, this programme ran over 8 days (average at Level 3 is 5 days) and included additional areas such as managing stress and organising and delegating.

The Trust wanted to access Joint Investment Framework (JIF) funding for their development work and in the East of England, learners need to achieve an accredited programme to draw on the funding.

Results to date

Alison Dickinson, who manages all the pilot group learners, has noticed a marked change in behaviours - the secretaries' confidence levels have soared, they are more assertive, taking responsibility for the work quality of others and their awareness of the role of manager and managing others has increased. In addition, the learners themselves requested additional learning days to continue their personal development so that they can truly embed the changes they have made into their working practices.

Learners filled out an evaluation sheet at the end of each days training, and consistently scored their perceived learning highly (this represents the learner's perception of how much they have learnt from the intervention) – with the benchmark at 17%, the groups average sits at 31%, which is exceptional.

Ongoing development

Due to the success of the pilot programme, the Trust is keen to roll the programme out to their other three hospitals.

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